

<b>Committee:</b> Port Health & Environmental Services	<b>Date:</b> 22 May 2018
<b>Subject:</b> Department of the Built Environment (Cleansing Services) Business Plan Progress Report for Period 3 (December 2017 to March 2018)	<b>Public</b>
<b>Report of:</b> Carolyn Dwyer, Director of the Built Environment	<b>For Information</b>
<b>Report author:</b> Jim Graham, Department of the Built Environment	

### **Summary**

1. This report sets out the progress made during Period 3 (December to March) against the 2015/18 DBE Business Plan for Public Conveniences, Waste Collection, Street Cleansing, Waste Disposal and Transport Services. It details what has been achieved, and the progress that has been made against the departmental objectives and key performance indicators.
2. At the end of the February 2018, the Department of Built Environment was £42k (0.6%) underspent against the local risk budget to date of £6.517m, over all the services now managed by the Director of Built Environment covering the Port Health & Environmental Services Committee. Appendix B sets out the detailed position for the individual services covered by this department.
3. Overall the Director of Built Environment is currently forecasting a minimal year end underspend of £62k (0.9%) for her City Fund services.

### **Recommendations**

Members are asked to:

- note the content of this report and the appendices
- receive the report.

### **Main Report**

#### **Background**

1. The 2015-18 Business Plan of the Department of the Built Environment was approved by this committee on 05 May 2015. As agreed, periodical progress reports will be provided. A high-level business plan for 2017-18 was approved by this committee on 09 May 2017 which did not address any changes to the KPI targets set out in the previous plan.

#### **Key Performance Indicators**

2. During Period 3 (December to March) of this Business Plan, the management team is monitoring five Key Performance Indicators (KPIs) relevant to the work of this Committee (shown in Appendix A). Performance against the departmental KPIs was mixed, with performance against NI191 (the amount of residual domestic waste per household) finishing just 3.5% over target for the year, NI192 (percentage of domestic waste recycled) continuing to be significantly under

target, and TPR1 (the number of failing KPIs on the Street Cleansing, Waste Collection and Ancillary Services contract) failing for the third period in the year.

3. The overall figure for NI191 for the year was just 14kg above of the rigorous local target. This does not consider any upward adjustment of the housing stock figure used to calculate this KPI which may take place during the year as new residential properties are added.
4. The steady progress of the Recycling Action Plan put in place to improve NI192 performance has continued, with the bin chipping project now completed. Preliminary results from the Barbican trial show have indicated that further data collection is required. The results of the trial, which will indicate the best areas to target specific campaigns and interventions aimed at improving recycling rates, will be available in the summer. The on-street food waste trial in Cloth Fair is still underway as is the garden waste trial in Barbican.
5. Over this period there has been a failure of the contract Key Performance Indicators to satisfy TPR1. This has resulted in the resumption of financial penalties for Amey. It must be noted that, whilst they are failing, they passed in December, and have only just failed to reach the KPI target in January to March. Amey have made a commitment to maintaining the high standard of street cleanliness during the remaining period of the contract and officers will continue to closely monitor and assist as necessary.

### **Objective Updates**

6. Alongside maintaining the performance of the current Refuse Collection, Street Cleansing and Ancillary Services contract, officers have commenced the procurement process to retender the contract for April 2019. A separate report on the progress of this process has been brought to this committee.

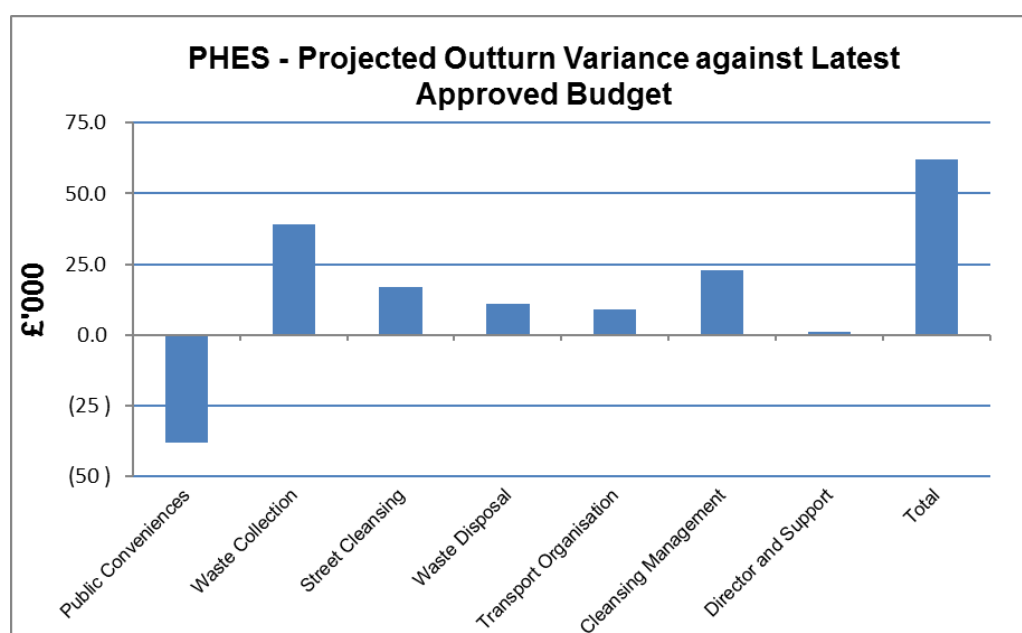
### **Achievements**

7. Our NI 195 scores from Keep Britain Tidy, which indicate the percentage of streets with unacceptable levels of litter, detritus graffiti and flyposting, have remained consistently low at 1.07%, even with the difficulties experienced with the contract over the past year.
8. We have maintained our Gold Standard accreditation with Transport for London Fleet Operator Recognition Scheme (FORS) which acknowledges excellence in all aspects of safety, fuel efficiency, economical operations and vehicle emissions. This scheme recognises over 4,500 fleets that operate throughout London with only just over 100 of these organisations currently achieving Gold. The FORS scheme is closely linked with CLOCS (Construction, Logistics and Cycle Safety), TfL's work-related road risk scheme for lorries, which requires high levels of safety equipment and training for drivers. The City has exceeded the requirements of this scheme in fitting side guards, additional mirrors, audible alarms and cameras to all eligible City vehicles.

### **Financial and Risk Implications**

9. The end of February 2018 monitoring position for Department of Built Environment services covered by Port Health & Environmental Services Committee is provided at Appendix B. This reveals a minimal net underspend to date for the Department of £42k (0.6%) against the overall local risk budget to date of £6.517m for 2017/18.

10. The better than budget position at the end of February 2018 is mainly due to underspends within the Waste Collection service due to a reduction in the provision from the Contract Innovation Fund being required and additional income generated from schools and food waste collections. This was partly offset by overspends on Public Conveniences due to increases in agency staff rates, costs to get Urilifts back to full working order and continuing reductions in barrier income generated from the previous year's level.
11. Overall the Director of Built Environment is currently forecasting a minimal year end underspend position of £62k (0.9%) for her City Fund services.



**Notes:**

1. Zero is the baseline latest approved budget for each Division of Service.
  2. Graph shows projected outturn position against the latest approved budget.
  3. A variance above the baseline is favourable i.e. either additional income or reduced expenditure.
  4. A variance below the baseline is unfavourable i.e. additional expenditure or reduced income.
  5. Overall the Department is forecasting an underspend of £62k at year end.
12. The reasons for the significant budget variations are detailed in Appendix B, which sets out a detailed financial analysis of each individual division of service relating to this Committee, for the services the Director of Built Environment supports.
  13. The Director of Built Environment anticipates this current better than budget position will continue to year end, subject to income activity maintaining its current performance. The final year end position will be reported by the Chamberlain as part of the outturn report to the July Port Health & Environmental Services Committee.

## Appendices

- Appendix A – Period 3 KPI results
- Appendix B – Finance Report
- Appendix C – Debts Over 120 Days

## **Background Papers**

DBE Business Plan 2015-18

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## Appendix A – Period 3 KPI results

### Departmental Key Performance Indicators

	This indicator is performing to or above the target.
	This indicator is a cause for concern, frequently performing just under target.
	The indicator is performing below the target.

		Target 17/18	Period 1	Period 2	Period 3	Overall
<b>Transportation &amp; Public Realm</b>						
NI 191	To reduce the residual annual household waste per household.	373.4kg	136.26kg	133.36kg	117.1kg	386.8kg
NI 192	Percentage of household waste recycled.	47%	28.62%	29.51%	32.92%	29.06%
NI 195	Percentage of relevant land and highways from which unacceptable levels of litter, detritus, graffiti and fly-posting are visible.	2%	0.63%	0.96%	1.63%	1.07%
TPR1	No more than 1 failing KPIs, per month on new Refuse and Street Cleansing contract.	<4 per period	7	5	7	19
<b>Comments:</b> <b>NI191:</b> This figure is only slightly over the target for the year and may be brought down with any upward adjustment of the housing stock figure used to calculate this KPI. <b>NI192:</b> Work continues to increase the percentage of waste recycled as set out in the Recycling Action Plan. There has been a successful food waste campaign in October seeing increases of up to 30% in the participating estates. <b>TPR1:</b> Officers are working with Amey to resolve the issues causing the failure of this KPI, predominantly stemming from a change in Amey's contract management. Officers are also assisting where necessary to ensure that the overall standard of cleanliness is not adversely affected and that major events are successfully delivered.						
DM7	To manage responses to requests under the Freedom of Information act within 20 working days. (Statutory target of 85%)	85%	99.25%	95%	100%	99%

## Appendix B – Finance Report

### Department of Built Environment Local Risk Revenue Budget - 1st April to 28th February 2018 (Expenditure and unfavourable variances are shown in brackets)

	Latest Approved Budget 2017/18 £'000	Budget to Date (Apr-Feb)			Actual to Date (Apr-Feb)			Variance Apr-Feb £'000	Forecast for the Year 2017/18			Notes
		Gross Expenditure £'000	Gross Income £'000	Net Expenditure £'000	Gross Expenditure £'000	Gross Income £'000	Net Expenditure £'000		LAB £'000	Forecast Outturn £'000	Over / (Under) £'000	
<b>Port Health &amp; Environmental Services (City Fund)</b>												
Public Conveniences	(508)	(851)	403	(448)	(863)	392	(471)	(23)	(508)	(546)	(38)	1
Waste Collection	(92)	(957)	845	(112)	(971)	904	(67)	45	(92)	(53)	39	2
Street Cleansing	(3,766)	(4,133)	384	(3,749)	(4,131)	374	(3,757)	(8)	(3,766)	(3,749)	17	
Waste Disposal	(709)	(1,149)	423	(726)	(1,153)	443	(710)	16	(709)	(698)	11	
Transport Organisation	(157)	(252)	109	(143)	(217)	86	(131)	12	(157)	(148)	9	
Cleansing Management	(494)	(429)	0	(429)	(403)	0	(403)	26	(494)	(471)	23	
Director and Support	(1,016)	(922)	12	(910)	(950)	14	(936)	(26)	(1,016)	(1,015)	1	
<b>TOTAL PORT HEALTH &amp; ENV SRV COMMITTEE</b>	<b>(6,742)</b>	<b>(8,693)</b>	<b>2,176</b>	<b>(6,517)</b>	<b>(8,688)</b>	<b>2,213</b>	<b>(6,475)</b>	<b>42</b>	<b>(6,742)</b>	<b>(6,680)</b>	<b>62</b>	

#### Notes:

- Public Conveniences** - projected overspend mostly relates to increases in agency staff rates, costs required to get Urilifts back to full working order and continuing reductions in barrier income below the previous years level.
- Waste Collection** - favourable variance due to provision for contract innovation not required and additional income from schools and food waste collections.

## Appendix C – Debts Over 120 Days

### Cleansing Aged Debt Over 120 Days - as at 28th February 2018

Department	Debts Exceeding 120 Days					
	30-Sep	31-Oct	30-Nov	31-Dec	31-Jan	28-Feb
Cleansing	£ 250	£ 500	£ 3,715	£ 2,379	£ 30,980	£ 30,482

Composition of Debt - 28/02/2018	
Waste Collection	£ 30,482
Street Cleansing	£ -
	<b>£ 30,482</b>

